PREPARED FOR

Logistics software business, 1,000+ accounts



Submitted date 30 Oct 2026 1,000+ accounts

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Unified Foundation — 86 B

- Bookings with no product or no owner — CP-05
- The words in the definitions were written down — CP-07
- Enough history to follow a customer — CP-01
  12 months or more gives a buyer enough history to trust the trends.
- Months where the whole book went quiet — CP-02
- A customer goes quiet without a churn mark — CP-03

6 more

Audit-Grade Accuracy — 88 B

- The bridge and the KPI table agree — CR-08
- Product and segment totals add up — CR-09
- The bridge foots on its own — CR-01
- Customer detail matches the bridge ending — CR-02
- Movements rebuild from the customer rows — CR-03

6 more

Cohort-Centric — 100 A+

- Customers have a start date — CO-01
- The start date matches the first revenue month — CO-02
- Too many customers share one start month — CO-03
- A returning customer kept the same key — CO-04
- Contract end dates exist and fall after the start — CO-05

2 more

Multi-Dimensional — 79 C+

- One owner does not hold the book — SG-06
  One owner under 15% of the book, and unassigned under 2%.
- Those tags actually cover the book — SG-02
- The same idea is spelled one way — SG-04
- The cuts a buyer expects are present — SG-01
- A tag is a category, not free text — SG-03

2 more

Anomalies — 96 A

A sentence in the talking points does not match the file	AN-09	
One customer spikes for a month and reverts	AN-01	
A customer drops to zero and comes back unmarked	AN-02	
One month moves the whole book	AN-03	
A new product line copies a price the account already had Mirrored prices on under 10% of the accounts that gained a product.	AN-04	**Not checked**

5 more

What this file says

The core numbers hold together. Your customer rows add up to the annual recurring revenue you report, exactly, in every reported period. Your bridge also rebuilds from those same rows with nothing left unexplained. A buyer tests this first, and your file passes.

From December 2024 to December 2025, the bridge starts at $38.7M. It adds $5.2M of new revenue and $1.8M of expansion. It records contraction of -$3K and churn of -$5.6M, and it ends at $40.2M. Logo churn is 11.4%, gross retention (GRR) is 88.6%, and net retention (NRR) is 92.8%.

The grade is B (overall 89.5) at detail level 3.

The gaps are about who owns the revenue and how the summary describes it. The arithmetic is not the problem. Of your annual recurring revenue, 24.7% has no owner. A buyer would ask two questions first. Who owns the 24.7% of annual recurring revenue with no owner? And what happens to the revenue held by the largest owner, and who covers the accounts with no owner?

The three largest monthly moves were January 2025 at $2.4M (6.2%), January 2024 at $2.2M (7.7%) and March 2023 at $1.1M (5.3%). A single customer led each one.

What to do first

These changes would move your grade the most, in this order.

- Assign an owner to $9.9M of ARR. 504 active accounts have no owner. The top owner holds 26.6% of ARR. Parent is the tag field with the least coverage. Owner coverage affects two things a buyer checks: how well your tags cover the book, and whether one person holds too much of it. Cited as CP-05. This would lift your Multi-Dimensional Insights score toward a B.
- Restate the KPI table from the bridge. Your KPI table reports churn below 1% for both years. Your bridge implies a churn rate of 7.75% for 2024 and 14.47% for 2025. Either bring the table in line with the bridge, or add one line of definition per metric that explains the difference. Cited as CR-08. This would lift your Audit-Grade Accuracy score toward a B.
- Add a definitions tab. Write one line each for ARR, NRR, GRR, churn, new, expansion, reactivation and cohort. With written definitions, anyone can reproduce your KPI table. Cited as CP-07. This lets us check your definitions and moves you closer to diligence-ready.
- Send the inputs we could not check. Add the tables listed under "What we could not check" so every check can run. More of your file gets graded, and less is assumed.

- Re-grade after each month-end close. A monthly re-grade catches broken ties, duplicates and status drift before they reach the board pack. This protects your Audit-Grade Accuracy score.

Where the grade comes from

We read 2 files, 8 sheets and 161,288 data rows. The data runs from January 2023 through December 2025, which is 36 months. The form said 1,000 to 10,000 customers, and the file billed 2,500 accounts. The form said 20,000,000 to 50,000,000 ARR, and the file's ARR in its last month is $40.2M.

We ran 40 of 42 checks. The other 2 could not be checked, and they are listed below.

- Unified, Finance-Approved Foundation: 86.5 (B)
- Audit-Grade Accuracy: 88.4 (B)
- Cohort-Centric Design: 100 (A+)
- Multi-Dimensional Insights: 79.2 (C+)
- Anomalies: 96.9 (A)

Each check

Below are the checks that found something, grouped by pillar. The short code is only a citation, in case you want to look a check up.

Unified, Finance-Approved Foundation

Bookings with no product or no owner

Unified, Finance-Approved Foundation. Cited as CP-05.

We checked how much of your latest revenue has no product and how much has no owner. The gap is ownership: 504 accounts carry no owner. They hold 24.7% of revenue, or $9.9M. Buyers cut the book by owner, and blanks get in the way.

> **Next step. Assign a product and an owner to the revenue that has none before your next export.**

The words in the definitions were written down

Unified, Finance-Approved Foundation. Cited as CP-07.

We looked for the standard terms in your definitions, such as ARR, NRR and churn. This check confirms the terms are written down. It does not test whether they match your numbers. We found 5 of the 9 we expect. MRR, GRR, new and reactivation are missing. A buyer will ask: where are the written definitions for the metrics your summary reports?

> **Next step. Write a short definition for each headline metric your summary uses, so a buyer reads the same meaning you do.**

Came through clean: Enough history to follow a customer (CP-01); Months where the whole book went quiet (CP-02); A customer goes quiet without a churn mark (CP-03); Billing rows with revenue and no customer identity (CP-04); the product side of Bookings with no product or no owner (CP-05); The

product file covers the same months as billing (CP-06); Billed customers appear on the customer list (CP-08); One account, one key (CP-10).

Audit-Grade Accuracy

The bridge and the KPI table agree

Audit-Grade Accuracy. Cited as CR-08.

We worked out churn and net retention from your bridge and compared them with your KPI table. We tested 6 figures, and 2 disagree. Both are churn, one for each of the last two years. A buyer will ask: why do the KPI table and the bridge disagree on churn or retention?

> **Next step. Make the KPI table match what the bridge implies, or show the definition that explains the difference.**

Product and segment totals add up

Audit-Grade Accuracy. Cited as CR-09.

We added up the product and segment rows in your summary and compared the result with the summary total and with ending ARR. In 1 period, 2024, the rows do not add up to the stated total. A buyer will ask: which figure is right for 2024, the rows or the total?

> **Next step. Make the product and segment subtotals add up to the summary and to ending ARR.**

Came through clean: The bridge foots on its own (CR-01); Customer detail matches the bridge ending (CR-02); Movements rebuild from the customer rows (CR-03); Product lines tie to billing (CR-04); The amount matches the status word (CR-05); Statuses tell a legal story over time (CR-06); Headline KPIs can be reproduced (CR-07); Duplicate dollars that break the tie (CR-10).

Cohort-Centric Design

Every check in this pillar came through clean. Customers have a start date (CO-01); The start date matches the first revenue month (CO-02); Too many customers share one start month (CO-03); A returning customer kept the same key (CO-04); Contract end dates exist and fall after the start (CO-05); Retention looks earned, not just unexpired (CO-06); A trailing year has a year of history behind it (CO-07).

Multi-Dimensional Insights

One owner does not hold the book

Multi-Dimensional Insights. Cited as SG-06.

We measured how much of your latest revenue sits with the largest owner, and how much has no owner. The file has 3 owners. The largest holds $10.7M, which is 26.6% of revenue. A buyer will ask: what happens to the revenue held by the largest owner, and who covers the accounts with no owner?

> **Next step. Reassign the largest concentrations and fill in the missing owners, so the book does not depend on one person.**

Those tags actually cover the book

Multi-Dimensional Insights. Cited as SG-02.

For each tag, we measured how much of your latest revenue sits on accounts that have a real value. Across the 6 tags we found, coverage averages 79.2%. Parent is the weakest, and owner comes next. A buyer will ask: why are so many accounts missing tag values, and which ones matter most?

> **Next step. Fill in the blank tags on the accounts that carry the most revenue, starting with product and owner.**

Came through clean: The cuts a buyer expects are present (SG-01); A tag is a category, not free text (SG-03); The same idea is spelled one way (SG-04); Parent accounts are used (SG-05).

Anomalies

A sentence in the talking points does not match the file

Anomalies. Cited as AN-09.

We tested the numbers quoted in your talking points against figures we can produce from the file. We tested 4 figures, and 1 does not hold up: the churn rate. A buyer will ask: which talking points can the customer rows actually back up?

> **Next step. Rewrite or remove the sentences that the customer rows cannot back up.**

Came through clean: One customer spikes for a month and reverts (AN-01); A customer drops to zero and comes back unmarked (AN-02); One month moves the whole book (AN-03); Amounts do not match the file's own format (AN-05); Duplicate rows (AN-06); The book sits in a few customers (AN-07); Prices did not move where an escalator was promised (AN-08).

What we could not check

- A new product line copies a price the account already had (AN-04): Not checked. No month in the file moved the whole book in the way this check needs.
- Tags stay stable over the year (SG-07): Not checked. Your file stores one tag per account, not one per month.

How this was graded

Weights: Unified, Finance-Approved Foundation 30%, Audit-Grade Accuracy 25%, Cohort-Centric Design 15%, Multi-Dimensional Insights 15%, Anomalies 15%. Grade cutoffs: A 93 or above, B 80 or above, C 60 or above, D 45 or above.

We read the bridge as monthly amounts added up. Rules version e1ed077ee33b.

Readiness: the file is not yet decision-ready and not diligence-ready, and it is AI-ready. The ownership gaps hold back decision-ready and diligence-ready.

The grade comes from the five pillar scores. Readiness is a separate test and does not change the grade.

→ Next step

The Strategic Revenue Intelligence Assessment walks through these findings with a FinQore analyst. It also shows what a decision-ready and diligence-ready data model looks like for your business.

Your files are kept in FinQore infrastructure for the stated retention period and deleted on request.